VIRTUAL TEAMS

"Moving Work to People"

USACE Campaign Team #4

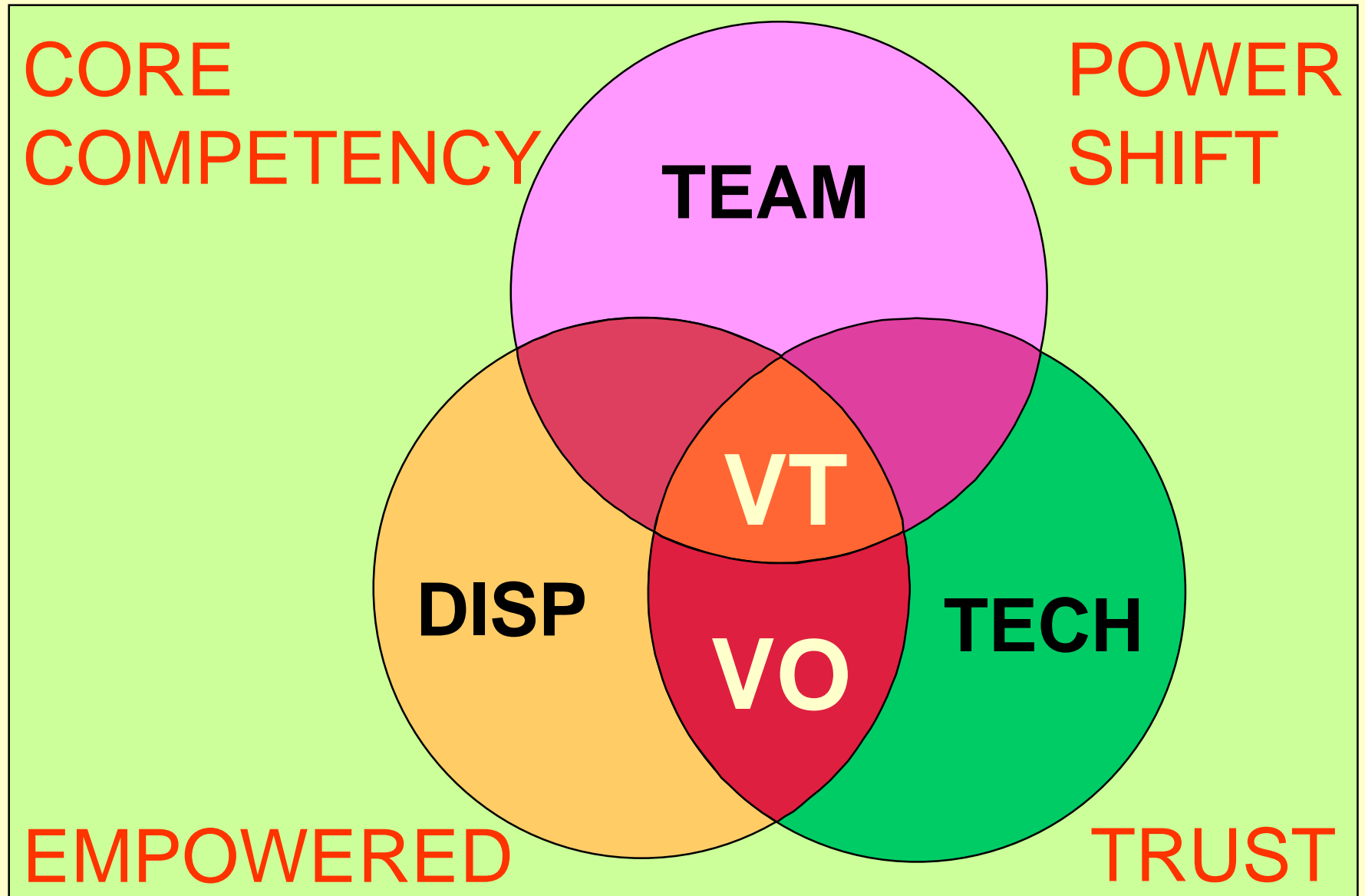Co-chair - Dr. Susan Duncan, Director, CEHR

Co-chair - COL Donald Whitten, Director, CEIM

PM - Mr.. Douglas Lehmann, CERM

BRIEFING OUTLINE

- INTRODUCTION
  - Definition
  - Team 4
- SUCCESS STORIES
- WRAP-UP
  - Barriers
  - Benefits
  - Trends

POWER SHIFT

- EMPLOYER
  - Flat
  - Little Paperwork
  - Shared Values
  - Core Vision

- EMPLOYEE
  - Empowered
  - Trusted
  - Expertise
  - Core Competency

GLOSSARY

- TEAMS
  - Boundaryless Organization
  - Extended Enterprises
  - Nonterritorial Workplace
  - Remote Work
  - Split based engineering
  - Telecommunity
  - Tele-engineering
  - Teleworking
  - Virtual Office
  - Virtual Workplace

- TERMS
  - Computels
  - Cyber Work
  - Digitized Design
  - Distributed Work
  - Groupware
  - Paperless Office
  - Telecentres
  - Telecottages
  - Telecommunications
  - Telecommuting

Location:

http://www.usace.army.mil/inet/functions/im/ceimp/team4
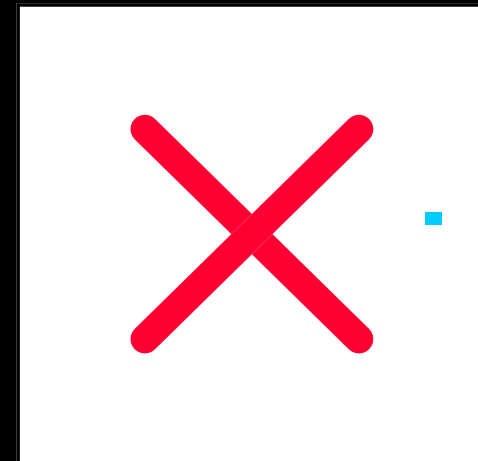
[Updated 7 November 1997]

USACE Campaign Team #4

VIRTUAL TEAMS

A Globally Dispersed Organization

Moving Work to People

We Work in a Virtual Manner

THE ISSUES

RESOLVED	ONGOING		PENDING
Team 4 Members	Case Studies	-- Cultural Change	Metrics & Survey(s)
Problem	Success Stories	(Human Element & new HR roles)	Implementation
	Identify Thoroughfares	Test Division Initiatives	
	-- Information Technology (IT)		

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SUCCESS STORIES

TEAM COMMUNICATIONS*

- E-mail (MIME attachments)
- MS Word 6.0 or WordPerfect 5.x
- MS PowerPoint 4.0
- MS Excel 5.0
- MS Project 4.0 (tentative)
- Group e-mail = ncrvnall@nosc.mil

*National Capitol Regional Virtual Node, Naval Command Control and Ocean Surveillance Center, San Diego, CA 4 Mar 96

VERIFONE, INC.*

- No Secretaries
- No paper correspondence
- No corporate headquarters
- 33% of 2,500 people work 50% non-office
- All corporate info online to all
- 24-hour company with 8-hour people
- 5% technology & 95% psychology
- "We trust your." & "There are no rules."

*At VeriFone it's a Dog's Life (And They Love It!), William C. Taylor, Fast Company, premiere issue

THOROUGHFARES*

- Top leaders use e-mail (part of the time)
- Top leaders visits remote sites frequently
- Separate room for home working space
- Meetings w/remote & central-office workers
- Compensate for loss of face-to-face contacts
- Keep remote works part of the team

Remote Control, William R. Pape, INC.,--The Magazine for Growing Companies, 17 Sept 96

American Express Travel Related Services (TRS)*

- Address Human Resource issues

- Top management must "buy in"

- Do it, don't try it

- Design an "off-the-shelf" tech package

- Don't provide too much (15% or reps stopped using District Offices -- today this would point to eliminating the Districts)

*American Express Takes Long, Slow, and Successful Road to the Virtual Office, Telecommuting Review, October 1994

DFAS DESIGN VT*

- Volunteers and scheduled face-to-face meetings
- Application software**
  - Lowest Common denominator
  - Standardized techniques
- CEFMS transferred funds
- Internet virtual file drawers
  - New (updated nightly)
  - Working

* Virtual Team = Tulsa [lead], Ft Worth, Louisville, and Little Rock Districts

** Intergraph Microstation CADD Software

WORKING*

- Work at Work

- Work at Home

- Work at Centres**

  – World Wide Business Centres (www.wwbcn.com) [100]

  – HQ Business Centers (www.hq.com) [150]

  – Kinko's (www.kinko.com) [850]
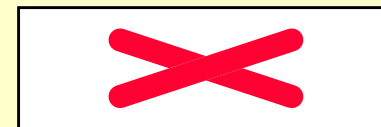
The Way We Will Work, Krzysztop Urbanski, Winner of 26th Essay Competition by McKinsey & Company, Inc.

** Satellite Office, Telecommuting Center, Telecentres, Computels, Telecottages

WRAP-UP

BARRIERS*

- Vertical
- Horizontal
- External
- Geographic

The Boundaryless Organization, R. Ashkenas, D. Ulrich, T. Jick, and S. Kerr, San Francisco: Jossey-Bass, 1995.

FACTS

- 24-hour work using worldwide offices
- Managing people off-site should be no different from managing people on-site
- Industry practice ahead of academic theory
- Cost to telecommute recovered 6-12 months
- Save $12,000 per worker year ($6,000 cost)
- Individuals "hate-it" then "love-it"

TRENDS

- 25% work remotely (July 97, IT Mgt)
- "Do it" don't "Test It"
- Getting the knowledge of the experts
- Diminishing number of middle management layers
- Development of a culture and shared values
- Not for everybody

BENEFITS

- Large recruiting area
- Employee retention
- Reduced office costs
- Increased productivity
- Reduced absenteeism
- Reduces air pollution
- Less stress
- Disaster recovery

- Employee motivation
- Self-styled breaks
- Flexible work hours
- 5 dress-down Fridays
- Saves commuting time
- No "snow days"
- Happy employees
- More family time

VT EXPERIENCE*

1 U.S. INDUSTRY

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2 EUROPE INDUSTRY

3 GOVERNMENTS

4 ACADEMIA

* Lehmann (non-scientific)

VIRTUAL TEAMERS

"A New Breed of Humans"